



MICHIGAN DEPARTMENT OF
**LABOR & ECONOMIC
OPPORTUNITY**

**WORKFORCE
DEVELOPMENT**

Request for Proposals

MICHIGAN INDUSTRY CLUSTER APPROACH (MICA) 3.0

August 17, 2021

DEADLINE FOR SUBMISSIONS:

5:00 PM, Tuesday, September 21, 2021


CONTACT:

Lauri Berryhill

Michigan Department of Labor and Economic Opportunity
Workforce Development – Sector Strategies

LEO-MICA@michigan.gov

616-522-7271



CONTENTS

A. PURPOSE	3
B. MICA 3.0 RFP ACRONYMS	3
C. MICA 3.0 RFP DEFINITIONS	4
D. BACKGROUND	5
E. CHALLENGE	5
F. SCOPE OF WORK	6
G. ELIGIBLE RFP RESPONDENTS	8
H. REQUIRED PARTNERS	9
I. FUNDING	10
J. ALLOWABLE USE OF GRANT FUNDS	10
K. DATA COLLECTION AND PERFORMANCE REPORTING	11
L. PROHIBITED USES OF GRANT FUNDS	12
M. GRANT PERIOD OF PERFORMANCE	13
N. PERFORMANCE MEASURES	13
O. REQUIRED DOCUMENT SUBMISSION	14
P. REVIEW AND SELECTION	14
Q. RFP EVALUATION CRITERIA	15
R. TIMELINE	17
S. PRE-BID WEBINAR/QUESTIONS	17
T. CONDITIONS UPON AWARD	17
U. DISQUALIFIED/INELIGIBLE RFP RESPONDENTS	18

ATTACHMENT A – Proposal Template

ATTACHMENT B – Individual Participant Form

ATTACHMENT C – Proposal Checklist

A. PURPOSE

Michigan Department of Labor and Economic Opportunity, Workforce Development (LEO-WD) supports high demand industry clusters and the development of employer-led collaboratives (ELCs) throughout Michigan. LEO-WD announces the availability of Michigan Industry Cluster Approach (MICA) 3.0 grant funds through the release of this Request for Proposals (RFP) to develop and launch new ELCs or to revitalize existing ELCs.

The purpose of ELCs is to bring together employers, education and training institutions, workforce development organizations, and other applicable partners, such as economic development organizations, labor unions, and government to formulate solutions to fill identified talent gaps.

Funds will be awarded to organizations committed to launching, revitalizing, or sustaining ELCs that meet the criteria outlined in this RFP. LEO-WD is targeting efforts around broad industry sectors, including agriculture, construction, energy, healthcare, hospitality, information technology, manufacturing, and mobility, in professional and skilled trades. To be considered for funding, proposals under MICA 3.0 must align focus and skill gaps addressed to one of these industry sectors.

ELCs create customized, targeted solutions leveraging the power of collective problem solving to meet employer workforce needs faster and more effectively than individual employers can alone. The successful Respondent will be responsible for facilitating the ELC's formulation of recruitment, training and education, placement, and retention solutions to fill identified talent gaps within the in-demand industry sectors and corresponding occupations. It is expected that training for program participants will utilize braided funding from multiple funding sources.

B. MICA 3.0 RFP ACRONYMS

BRN	Business Resource Network
CEAC	Career Education Advisory Councils
DTMB	Michigan Department of Technology, Management, and Budget
ELC	Employer-Led Collaboratives
LEO-E&T	Labor and Economic Opportunity, Employment and Training
LEO-WD	Labor and Economic Opportunity, Workforce Development
LMI	Labor Market Information
MARS	State of Michigan Management of Awards to Recipients System
MICA 3.0	Michigan Industry Cluster Approach 3.0
MI-STEM	Michigan Science, Technology, Engineering, and Math
MWA	Michigan Works! Agencies
OSMIS	One-Stop Management Information System
RFP	Request for Proposals
SAE	State Apprenticeship Expansion
TDL	Talent Development Liaison
TPM	Talent Pipeline Management®
WDB	Workforce Development Board
WIOA	Workforce Innovation and Opportunity Act

C. MICA 3.0 RFP DEFINITIONS

Business Resource Network (BRN) is a business strategy comprised of local companies that aim to increase job retention and job productivity among their staff. By leveraging resources, companies are ensuring their employees' personal needs are met, and therefore, improving workplace engagement.

Career Education Advisory Councils (CEAC) is appointed by the Workforce Development Board (WDB) to provide input and recommendations to the WDB. The membership consists of educational, employer, labor, and parent representatives from the 16 Michigan Works! regions.

Career Pathways: Series of structured and connected education programs and support services that enable students, often while they are working, to advance over time to better jobs and higher levels of education and training.

Employer-Led Collaboratives (ELC) is a group of businesses (no fewer than three) coming together to solve a common or shared workforce problem and are comprised of the following characteristics.

High-Wage Occupations: Occupations paying more than the all-industry, all-ownership median wage for statewide or a particular area.

High-Demand Occupations: Occupations having more than the median number of total (growth plus replacement) openings for statewide or a particular area.

High-Skill Occupations: Occupations that require some college, no degree or a higher level of educational attainment are high skill, as well as occupations that require a high school diploma or equivalent plus long-term on-the-job training, an apprenticeship, or internship/residency.

Michigan Industry Cluster Approach 3.0 (MICA 3.0) is an industry cluster in a geographic concentration of related employers, industry suppliers and support institutions in a product or service field. MICA creates a framework in which many employers within a single industry jointly engage with the workforce system to identify their talent demand and challenges.

Michigan Science, Technology, Engineering, and Math (MI-STEM) is an approximation for the engineering design process, which science, tech and math are part of; utilized to prepare students for college and careers.

Request for Proposals (RFP) is a detailed specification of goods or services required by an organization, sent to potential contractors or suppliers.

State Apprenticeship Expansion (SAE) is Michigan's statewide strategy and activities for expanding existing Registered Apprenticeship Programs, growing the number of new Registered Apprenticeship Programs and Registered Apprentices in Michigan.

Talent Pipeline Management® (TPM) is a method of building and maintaining a talent pipeline, a ready pool of candidates who are qualified and prepared to step up and fill relevant key roles within an organization when those roles fall vacant or new roles emerge.

The initiative puts employers in the driver's seat of workforce partnerships for demand-driven workforce solutions. Facilitated by the U.S. Chamber Foundation, the TPM Academy® is an in-person and training experience, for workforce leaders to learn how to implement the TPM approach in their communities. www.thetalentsupplychain.org

Underemployed: Includes workers who are highly skilled but working in low-paying or low-skill jobs and part-time workers who would prefer to be full-time.

D. BACKGROUND

Employer-led Collaboratives is a demand-driven workforce development model to address the needs of employers within an industry, sector, or a specific geographic region. Industry, education, workforce development, economic development, and community organizations work together to develop collaboratives focused on building talent pipelines, addressing skill gaps, and creating career pathways for workers.

ELCs have emerged nationally as a sustainable model for ensuring business leaders are at the center of a coordinated, seamless workforce and economic development system. ELCs are being deployed across the nation by states, regions, and cities as effective means to help employers in key industries solve challenging workforce issues. Partnerships that are employer-led and community supported, strengthen regional economies and connect jobseekers and workers to career pathways.

Progress is being made in implementing ELCs through the Michigan Industry Cluster Approach in the state and there are many success stories. However, the competitive realities of today's economy call for a next level of business engagement and greater program alignment across economic development, workforce development, and education. Limited and uncertain funding are a call to action for public partners to work collaboratively determining how to strategically develop, train, and retain a skilled workforce meeting the talent needs of key industries in Michigan. MICA 3.0 provides the opportunity to answer this call to action through collaboration while simultaneously providing workers with new skills and career pathways.

E. CHALLENGE

LEO-WD aims to assist ELCs who have hiring needs to train workers with in-demand skills that lead to good paying jobs. However:

- Michigan employers are struggling to meet the demand for skilled professionals in high-growth, high-wage industry sectors.
- The COVID-19 pandemic resulted in significant challenges for employers to find skilled workers in many industries.
- Underserved populations are an underutilized source of talent.
- There is inadequate funding to support state-wide, regional, and local initiatives, which hinders promotion of sustainable collaboration among employers who are key in identifying industry employment and training requirement needs.
- Limited opportunities and resources for employers, workforce, and training providers to engage in developing education and training solutions, leading to in-demand career pathways.

F. SCOPE OF WORK

MICA 3.0 recipients will receive awards ranging from \$150,000 to \$250,000 supporting the development of a new or the revitalization of an existing ELC. Successful Respondents must be focused on initiatives, which are demand-driven where there are or will be, significant job openings with high-earning potential.

ELCs will be responsible for bringing together employers, education and training institutions, workforce development organizations, labor unions, economic development organizations, community organizations, and government to formulate recruitment, training and education solutions to fill identified talent gaps within in-demand occupations under the sectors of agriculture, construction, energy, healthcare, information technology, manufacturing, professional business trades, and others. Through successful implementation of MICA 3.0, ELCs will develop and implement strategies to develop a qualified pool of talent and address the skill gaps.

LEO-E&T is seeking partners to successfully convene the business community using an employer-led collaborative (ELC) approach to address critical workforce needs. Successful Respondent(s) to this RFP will define a clear approach and associated work plan using talent supply chain strategies and practices to support the work of ELC(s) resulting in the development of educational and workforce partnerships that produce a talent pipeline. As a result of these partnerships a comprehensive end-to-end talent pipeline will include:

- Demand planning - Identification of projected job openings
- Identification of competencies, credentials, and other hiring requirements
- Reskilling and upskilling incumbent workers
- Training opportunities for jobseekers
- Career pathways that provide advancement opportunities within and outside of the ELC companies
- Career awareness, exploration, and promotion of the in-demand industry occupations to Michigan's future workforce – K- 20

ELC(s) will work to increase economies of scale, scope, and promote learning across companies. The success and sustainability of the ELC(s) is crucial to the development and expansion of highly qualified and skilled workforce talent pipelines.

The successful RFP Respondent(s) must:

- Be a neutral host organization acting as a facilitator to mobilize the appropriate partners and provide a forum for beginning and maintaining a discussion of current and emerging workforce needs and solutions.
- Possess the capacity to carry out their responsibilities to coordinate, perform administrative activities, and oversee the planning and implementation of the collaborative goals and outcomes.
- Facilitate discussions about industry workforce challenges, listen for common challenges, and bring multiple stakeholders together to design and implement joint, customized training solutions.

- Have the unique ability to convene and administratively support the ELC while allowing employers to dictate the direction.
 - Bonus points will be given to Respondents whose key staff have experience developing ELCs as the result of completing The U.S. Chamber Foundation, Talent Pipeline Management (TPM) Academy. Partial bonus points will be given to Respondents currently in training or confirming a commitment to apply to the TPM Academy within 12 months of receiving an ELC award.

The activities supported by this funding awarded through this RFP include, but are not limited to:

Organization and Coordination of ELC(s)

Providing coordination between employers to discuss shared challenges and talent management strategies for the ELC that may include, but not limited to:

- Unfilled job openings
- Onboarding, training, reskilling and upskilling, and retention of current and future employees
- Expanding customized talent solutions and strategies to address skill gaps
- Career advancement, turnover, and retention
- Increasing diversity, equity, and inclusion
- Supporting employer activities, which support career exploration and direct linkages to classroom exposure
- Development of articulated career pathways
- Economic development needs (infrastructure updates, supply chain issues, access to capital, permit/licensing issues, expansion, or relocation)

Demand Planning

Engaging ELC(s) employers in developing their own projects of future openings for in-occupations. Real-time labor market information data may be used to education and support ELC(s) state and regional data; however, data must be specific to ELC(s) employers.

Competency and Credential Requirements Development and Communication

ELC(s) will develop and communicate their combined needs for talent and hiring requirements. Developing shared agreement on the language in describing in-demand occupations work tasks, knowledge, skills, and tools and technologies. As well as the most critical competency and credential requirements.

Talent Flow Analysis

To identify talent sources, ELC(s) will identify current and prospective sources of talent by back mapping the existing sources of hires. The back mapping process reviews where existing internal and external talent sourcing networks for supplying the qualified talent needed to fill job openings. This includes reviewing all major sources of talent; i.e., existing employees, training providers, and other employers. The ELC talent flow analysis also addresses the percentage of talent coming from identified internal and external talent pipeline sources that are not hired or are hired but not retained by ELC employers.

Implementation of ELC Solutions

ELC(s) move to implementation of shared agreement of solutions. These shared solutions include, but are not limited to:

- Establishment goals and outcome metrics
- Development of a timeline for accomplishing the goals and outcomes
- Engaging training providers to develop ELC customized training (if appropriate) to include:
 - Developing and/or expanding school-to-career
 - Work-based learning
 - Apprenticeship and apprenticeship readiness programs
 - Internships and co-op programs
 - Summer employment opportunities with ELC employers
- Recruitment of talent into in-demand occupations
- Development of career pathways
- Participation in career awareness and exploration events
- Training and hiring of talent

Evaluation and Continuous Improvement of ELC Metrics and Sustainability

ELC(s) will use data from goals and metrics to develop and/or identify:

- Scorecard to identify areas of success and improvement
- Root causes in areas needing improvement and the development of an improvement plan
- Guide for possible scaling across the state
- ELC employer Return on Investment (ROI) calculation of cost benefits by collaborative aggregate and individual and employer.
- Three-year sustainability plan beyond the grant period

G. ELIGIBLE RFP RESPONDENTS

In many regions across the state, groups already working together in an ELC workforce development initiative may be well-positioned to develop proposals in response to this RFP. Submissions must include Letters of Commitment from all required and recommended partners (as detailed below), participating in grant activities.

Successful Respondents to this RFP will become responsible for MICA 3.0 implementation and work to establish ELCs related solutions to ensure performance targets are achieved. The successful Respondents will have overall program and fiduciary responsibility for the award, related activities, and performance outcomes.

Eligible respondents include, but are not limited to:

- Chambers of Commerce
- Economic Development Organizations
- Employer/Business/Industry Associations
- ELCs (Groups of employers, multiple employers)
- Labor Organizations
- Local Units of Government
- Michigan Works! Agencies (MWAs)/Workforce Development Boards
- Nonprofit Organizations

Please Note:

- Single, individual employers are not eligible Respondents.
- Education and training institutions are not eligible Respondents. Education and training institutions are a required partner and should be used as a potential pipeline provider, not a driver of the ELC.

H. REQUIRED PARTNERS

Required partners include:

- Employers (3 or more) with documented industry talent need
- Labor Organizations, if applicable
- Michigan Works! Agencies
- Post-Secondary institutions*
- Secondary Educational Institutions*

** Required partners but are not eligible to respond to the RFP.*

Employers must serve as champions and in leadership roles of the proposed collaborative. This allows for real-time and direct information on careers and skills required for career-ready employment and addressing known skills gaps.

Michigan Works! Agencies will help determine and access potential WIOA funding. MWAs will help fill in-demand, high-skill, openings by engaging employers of all sizes, across industries – particularly small and medium-sized businesses in their region. If MICA 3.0 funds are used for training program participants, they will determine program participant eligibility ensure eligible participants reconcile enrolled into OSMIS for grant reporting.

Secondary and post-secondary education institutions are required partners in each proposed ELC. They are vital partners to successful talent pipeline and industry cluster strategies.

Respondents are encouraged to submit proposals which promote braiding of funds including WIOA funding and other sources. Post-secondary education and training institutions are encouraged to use Strengthening Career and Technical Education for the 21st Century Act (Perkins V) State Leadership Funds to support local ELC's goals and initiatives. Examples for eligible activities for the use of Perkins State Leadership Funds include, but are not limited to:

- Collecting employer/industry engagement metrics
- Representation of employers/industry at State-sponsored professional development conferences
- Participation by special populations, including:
 - Individuals with Disabilities
 - Economically Disadvantaged Individuals
 - Non-traditional Participants
 - Single Parents
 - Displaced Homemakers
 - Individuals with Limited English Proficiency
- Developing, improving, or expanding the use of technology in career and technical education

Recommended partners include, but are not limited to:

- Apprenticeship Intermediaries (Region or Sector)
- Business Associations or Chambers of Commerce
- Other public agencies or non-profit organizations
- Veteran Employment Services
- Vocational Rehabilitation

Recommended partners can be critical to successful recruitment and engagement of underrepresented jobseekers. **Proposals which include Recommended Partners will receive bonus points during proposal scoring.**

Successful respondents must work in collaboration with their designated regional or industry-focused Talent Development Liaison (TDL) at the LEO-WD. The TDL will be the grant administrator for their respective region. Information on TDLs, including contact information, is listed below:

Talent Development Liaison	Prosperity Region	Industry Sector
Tamera Gaines GainesT@michigan.gov	10	Energy
Steve Gillotte GillotteS@michigan.gov	1, 3	Construction
Rey Guzman Guzmanr1@michigan.gov	5, 6, 7	Agriculture and Manufacturing
Valerie Jemerson JemersonV1@michigan.gov	9	Healthcare
Jessica Ogan OganJ@michigan.gov	8	Mobility
TBD	2, 4	Information Technology

I. FUNDING

Successful Respondents will receive awards ranging from \$150,000 to \$250,000 supporting the development and/or enhancement of a local ELC. Total funding available for MICA 3.0 is \$2,500,000. LEO-WD anticipates making 10 to 15 awards.

J. ALLOWABLE USE OF GRANT FUNDS

ELC Development and Implementation Activities

- Convening relevant partner discussion sessions and planning meetings
- Convening, coordination, and meeting planning costs.
 - ELC meeting costs may include facility rental, speaker expenses, costs of meals, and local transportation
- Community outreach and communication related to the ELC activities
- Conducting research related to project goals and objectives
- Gathering and disseminating technical information to ELC partners and other stakeholders
- Analysis of demand by LMI/needs data for region or sector

- Monitoring the progress of program participants in training and employment

Education and Training Activities

- Developing new and/or aligning existing education and training curriculum
- Developing industry-recognized credentials, including apprenticeships, badges, certificates, and degrees
- Recruiting students and jobseekers
- Development of:
 - Apprenticeships
 - Internships
 - Co-op programs
 - School-to-work activities
- Training for skills gaps identified by employers
- Respondent staff and ELC member training relating to ELC development, implementation, and sustainability (such as Business Solutions Professional and Talent Pipeline Management Academy, etc.)

Employer Support

- Providing technical assistance and mentor training to employers.

Administrative Costs

- General administrative costs (limited to 8% of program costs)
- Any expenses not included in the grant application budget will require prior approval by the LEO-WD.

K. DATA COLLECTION AND PERFORMANCE REPORTING

Successful respondents utilizing MICA 3.0 funds specifically for training program participants must adhere to the following:

- **One-Stop Management Information System (OSMIS)**
 - Successful respondents utilizing MICA 3.0 funds specifically for training participants **must** refer eligibility determination to their local MWA partner.
 - MWAs are a required partner and will determine WIOA eligibility and enter participants into the OSMIS.
- **Participant File Documentation**
Upon enrollment, successful respondents must ensure each participant enrolled in the grant program has provided proper documentation showing their eligibility to work in the United States (U.S.). A copy of the documentation must be placed in their case files. This action must be completed for all individuals enrolled since the beginning of the grant period.

Each participant file must have the following items in its contents:

- Individual Participant Form (IPF, Attachment B)
 - This form is to be completed by the grant subrecipient for each participant in the MICA 3.0 program.
- Proof of Free Application for Federal Student Aid (FAFSA) application
- Equal Opportunity (EO) Law Notices
- Selective Service Registration for males over the age of 18

- Eligibility Documentation that provides determination of legal status to work in the U.S.
- Eligibility for Veteran's Benefits (if IPF indicates veteran status)
- Right to Work in the U.S. documentation including a copy of participant's birth certificate, passport, and/or social security card

The implementation requirements for EO notices are found at Code of Federal Regulations (29 CFR 37). They detail who must be provided with the notice (29 CFR 37.29); what specific wording the notice must contain (29 CFR 37.30); where proof of service should be included (29 CFR 37.31); and what type of notice must be included in publications, broadcasts, and other communications (29 CFR 37.34).

The Workforce Innovation and Opportunity Act (WIOA), Section 189(h) Enforcement of Military Selective Service Act states "the Secretary shall ensure that each individual participating in any program or activity established under this title, or receiving any assistance or benefit under this title, has not violated section 3 of the Military Selective Service Act (50 U.S.C. App. 453) by not presenting and submitting to registration as required pursuant to such section." Before being enrolled in WIOA Title 1-funded services, all males who are not registered with the Selective Service and have not reached their 26th birthday must register through the Selective Service website at www.sss.gov. In order to participate in a program established by or receiving assistance under Title 1 of WIOA, all males born on or after January 1, 1960, must present documentation showing compliance with the Selective Service registration requirement.

The Uniform Guidance, 200.403, Factors affecting allowability of costs requires that "except where otherwise authorized by statute, costs must meet the following general criteria to be allowable under Federal awards:

- (a) Be necessary and reasonable for the performance of the Federal award and be allocable thereto under these principles; and
- (b) Be adequately documented. See also §§200.300 Statutory and national policy requirements through 200.309 Period of performance of this part."

It is necessary and reasonable to require documentation of participant eligibility to work in the United States as this grant provides direct funding to training programs that will support the participant's goal to receive an industry recognized credential in the U.S.

L. PROHIBITED USES OF GRANT FUNDS

Participant Wages

- Grant funds may not be used to directly pay wages for program participants.

Salary Caps

- None of the funds appropriated under the heading "Employment and Training" in the appropriation statute(s) may be used by a recipient or subrecipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II.

- See Public Law 113-235, Division G, Title I, section 105, and Training and Employment Guidance Letter number 05-06 for further clarification:
https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2262.

Equipment

- Equipment purchases, and other capital expenditures are not an allowable cost under this grant program.

Program Participant Training

- Participant training must strictly adhere to **Section H. ALLOWABLE USE OF GRANT FUNDS/MICA 3.0 Supported Training** of this RFP.
- All trainings outside of this guideline are prohibited use of MICA 3.0 Grant Funds.

M. GRANT PERIOD OF PERFORMANCE

Successful Respondents for funding will be notified within 60 days of the submission deadline. Submissions are due to the LEO-WD no later than 5:00 PM, Tuesday, September 21, 2021. The grant period will be November 17, 2021 - April 30, 2024.

N. PERFORMANCE MEASURES

Successful Respondent(s) and LEO-WD will support this growth by identifying and supporting education, talent, and retention needs prior to and throughout implementation of ELC's workforce solutions. The template below must be used to provide the minimum outcome metrics of the ELC. Additional metrics may be added to the proposal.

Performance Measures	Proposed Outcome
Total number of employers involved in the ELC	
Total number of other stakeholders/partners involved in the ELC (i.e., community-based organization, educational training providers, industry associations, etc.)	
Total number of participants enrolled in training programs	
Total number of participants completing training	
Total number of credentials/certifications earned by participants for high-wage, high-demand occupations in the region	
Total number of participants unemployed/underemployed prior to training	
Total number of participants employed as a result of training completion	
Total number of participants retained in employment after six months	
Total number of participants from underrepresented populations include youth, veterans, women, people of color, ex-offenders, and persons with disabilities.	
Average dollar amount of participants' earnings increases annually as a result of new skill attainment	

All participants are required to complete the FAFSA. Respondents should describe the intake process for all participants and how they will document the completed FAFSA.

Respondents must describe how they will track and achieve these metrics for their ELC. Selected awardees will be required to report on these items and any additional metrics as determined by LEO-WD on a regular basis throughout the grant period.

O. REQUIRED DOCUMENT SUBMISSION

The following items must be completed and submitted to LEO-MICA@michigan.gov by 5:00 PM, Tuesday, September 21, 2021, to be considered for funding.

- Completed Proposal Template
- Employer Letters of Commitment
- Required Partners Letters of Commitment
- Proposed Performance Metrics
- Completed Budget Worksheet and Budget Narrative

Employer and Required Partner Letters of Commitment must minimally:

- **Include at a minimum three (3) letters from employers expressing their commitment *to take on a leadership role in the ELC.***
- Be written on company letterhead or email communication which includes official title and company logo.
- Be from high-growth, high-demand industries with current and projected job vacancies in the designated region.
- Include an estimate by the employer of the number of current openings and projected openings expected over the grant period.
- Be signed by a C-level representative from the company indicating executive level commitment to proposal.
- Describe in detail how the employer will be involved in the ELC including specific staff and their roles and responsibilities.
- Identify specific resources being provided by the employer to support the ELC (Employers must commit to in-kind and/or financial support to the collaborative being proposed).
- Describe employer's galvanizing issue and their role in solving it.
- Describe how the employer will support career awareness and exploration undertaken by the ELC.

P. REVIEW AND SELECTION

To be considered for an award, Respondents must submit a complete response to this RFP, using the template provided in Attachment A, by **5:00 PM, Tuesday, September 21, 2021**. No other distribution of proposals will be made by the Respondent. The proposal must be submitted in the format outlined below. There should be no attachments, enclosures, or exhibits other than those required in the RFP or considered by the Respondent to be essential to a complete understanding of the proposal. Each section of the proposal should be clearly identified with appropriate headings.

The RFP must be signed electronically by an official of the respondent authorized to bind the respondent to its provisions. The proposal must include a statement as to the period during which it remains valid; this period must be at least ninety (90) days from Tuesday, September 21, 2021. The rates quoted in the Budget must remain firm for the 90-day period.

Proposals Narrative are limited to 12 (8.5 x 11) pages, single spaced, single sided, with 12-point Arial font, using one-inch margins. Each proposal should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to meet the requirements of the RFP. Emphasis should be on completeness and clarity of content.

Proposals must include signed letters of commitment from identified employer partners. Proposals will be reviewed by a diverse team of workforce development staff at LEO-WD. **Proposals which do not specifically describe how the actions of the ELC will directly address the industry skills gap, will not be considered for funding.**

Career pathway - In addition, proposals must clearly articulate the career pathway for participants for key occupations being addressed by ELC activities. The occupations must be in high-wage, in-demand occupations as indicated by employers in the region.

Q. RFP EVALUATION CRITERIA

Each proposal submission will be scored based on:

1. Overall Compliance to RFP
2. Composition and Experience
 - a. Eligible Respondent
 - b. Required Partner Involvement
 - c. Recommended Partner Involvement (bonus points)
 - d. Recommended Experience of Key Staff (bonus points)
3. Scope of Work
 - a. ELC Priorities
 - i. Demand Planning
 - ii. Competency, Credential, and Communication Requirements
 - iii. Upskilling of Incumbent Workers
 - iv. Development and Expansion of Talent Pipelines
 - (a) Training opportunities
 - (b) Career awareness
 - (c) Career exploration
 - (d) Career pathway development
 - b. Inclusion Plans for each ELC priority above
 - i. Underrepresented Participant Expansion Recruitment and
 - ii. Engagement of Employers and Jobseekers
 - c. Development and implementation of statewide ELC partnership to address the workforce needs of the industry
4. Project Work Plan
5. Staff Competence, Experience and Capacity
6. Performance Measures & Proposed Outcomes
7. Budget/Budget Narrative
8. Sustainability Plan

SCORING CRITERIA	SCORING POINTS	EXEMPLARY	ADEQUATE	NEEDS IMPROVEMENT	MISSING INFORMATION	BONUS POINTS	TOTAL SCORE
Proposal RFP Compliance (Up to 5 Points)	5						
Required Partner Composition & Experience Narrative (Up to 10 Points) Recommended Partner Bonus (1 Point/partner up to 5 Points)	10/15						
Scope of Work (Up to 30 Points)	30						
Project Work Plan (Up to 15 Points)	15						
Staff Competence, Experience & Capacity (Up to 10 Points) Recommended Staff Experience Bonus Talent Pipeline Academy (TPM) Completion (5 Points) Current student in TPM (3 Bonus Points) Commitment to apply to TPM (1 Point)	10/11/13/15						
Performance Measures and Proposed Outcomes (Up to 10 Points)	10						
Budget/Budget Narrative* (Up to 10 Points)	10						
Sustainability Plan (Up to 10 Points)	10						
TOTALS	100/110						

*All budgets are negotiable and contingent upon grant award and availability of funds. Overall budget and anticipated leveraged resources available and the dollar amounts will be a deciding factor in project consideration as well as adherence to the criteria as presented in this RFP.

R. TIMELINE

Proposals must be submitted to the contact person listed below via email by 5:00 PM on Tuesday, September 21, 2021.

Contact: Lauri Berryhill, Secretary
Department of Labor and Economic Opportunity
Workforce Development-Sector Strategies
616-522-7271
LEO-MICA@michigan.gov

All Respondents will be contacted regarding their status and/or potential grant award per the following schedule:

DATE	ACTIVITY
Tuesday, August 17, 2021	RFP Posted
Wednesday, August 25, 2021, 9 AM	Pre-Bid Webinar
Tuesday, September 21, 2021, 5:00 PM	Deadline for Submission
Friday, October 15, 2021	Awardees Notified
Wednesday, November 17, 2021	Awards Announced
Tuesday, November 30, 2021, 1:00 PM	Grant Orientation Meeting
November 17, 2021- April 30, 2024	Grant Period of Performance

** Timeline is subject to change at the discretion of the LEO-WD.

S. PRE-BID WEBINAR/QUESTIONS

A pre-bid webinar recording, and a comprehensive list of Frequently Asked Questions (FAQs) is available at: [\(website link\)](#)

T. CONDITIONS UPON AWARD

To receive the total amount of funding requested, selected Respondents will need to successfully complete designated activities and show progress toward milestones to ensure total receipt of funding awarded under the discretion of LEO-WD.

Successful Respondents must submit Letters of Commitment from all required and recommended partners who participate in grant activities with the proposal at the time of application.

Further information will be provided to successful respondents selected for awards in the grant award documentation. Completion and submission of any additional items will serve as a requirement to formally receiving the grant award funds through the MARS Program. Funding is also contingent upon timely submission of required quarterly performance, narrative, and financial reporting documents submission.

U. DISQUALIFIED/INELIGIBLE RFP RESPONDENTS

- Organizations submitting multiple applications.
- Proposals that fail to meet mandatory requirements. There are criteria in the RFP with which the Respondent must comply. These criteria are mandatory requirements.
- **Respondents submitting materials electronically with timestamp 5:01 PM on or after on Tuesday, September 21, 2021.**

ATTACHMENT A

State of Michigan

Labor and Economic Opportunity, Workforce Development (LEO-WD)

Michigan Industry Cluster Approach 3.0

Proposal Template

Deadline for Submissions: 5:00 pm on Tuesday, September 21, 2021

GRANT PROPOSAL:

Please complete this proposal template which will serve as your response to the RFP for the Michigan Industry Cluster Approach 3.0 Grant Funding

PROPOSAL RESPONDENT INFORMATION:

Organization Name: Click here to enter Organization Name
Contact Name: Click here to enter Contact Name
Title: Click here to enter Title
Address: Click here to enter Street Address
Click here to enter City, State, and Zip Code
Prosperity Region: Select Talent Region [Michigan Prosperity Regions Map](#)
Phone: Click here to enter Phone Number
Email: Click here to enter Email Address

GRANT RECIPIENT (Individual with Signatory Authority and Responsibility)

Legal Organization Name: Click here to enter Organization Name
Federal Employer Identification Number (FEIN): Click here to enter FEIN
Data Universal Numbering System (DUNS): Click here to enter DUNS
Recipient Name: Click here to enter Contact Name
Title: Click here to enter Title
Address: Click here to enter Street Address
Click here to enter City, State, and Zip Code
Email: Click here to enter Email Address
Phone: Click here to enter Phone Number

STRATEGY DESCRIPTIONS:

REQUIRED PARTNER COMPOSITION AND EXPERIENCE NARRATIVE

(Up to 10/15 Points - 1 Point per Partner, up to 5 Bonus Points)

Please provide a narrative description of the composition of the new or established ELC in relation to LEO-WD's required and recommended partners, the governance structure, establishment and operational experience, and the Lead Respondent's organization and experience relevant to MICA 3.0.

In addition to employers, ELCs under MICA 3.0 funding must include other principal stakeholders positioned to address the challenges facing the region and industry. Each ELC are expected to include the appropriate partner organizations and their commitment to align with other workforce and training initiatives. The proposal must describe the collaboration with education and training providers (secondary and post-secondary) and other partners to leverage stakeholder connections. Partners must have a clear understanding and definition of their role within the ELC. Partners can include, but are not limited to, K-12 educational institutions, post-secondary educational institutions, economic development organizations, Michigan Works! Agencies, workforce development boards, labor and trade organizations, employer/business/industry associations, faith-based organizations, community-based organizations, advocacy or interest groups, chambers of commerce, and local or state government organizations.

List below the partners who will be engaged and their importance to the proposed or revitalized ELC. Respondents must submit Letters of Commitment from all required and recommended partners, that will participate in grant activities, except for Michigan Department of Labor and Economic Opportunity partners, with the proposal at the time of submission.

Application must include:

- Names of employers in the identified industry sector and the specific employers filling leadership roles within the ELC. Employers must drive the work of the ELC.
- At least three commitment letters from employer champions within in the identified industry cluster. Employer champions are employers who demonstrated involvement within other employers for the purpose of addressing key workforce issues and understanding a collaborative employer-led approach. Employer champions know they are a part of a collaborative employer group and have a clear definition of their expanded leadership role to direct education and workforce partnerships in an effective talent supply chain management.
- A description of the employer champion role.
- A description of the process used to continue building a new ELC or revitalize an ELC during the development of the initiative and how the individual members within the industry were involved in its development.

Click here and [enter employer engagement strategy description \(500 words or less\)](#)

Use double spaced 12-point Arial.

Please identify the employers committed to the proposed ELC. Attach additional sheets, if necessary, to identify more employers. List of employers and partners and letters of support are not counted against the 12-page proposal narrative limit.

EMPLOYER #1:

Employer Name: [Click here to enter Employer Name.](#)
Contact Name: [Click here to enter Contact Name](#)
Title: [Click here to enter Title](#)
Address: [Click here to enter Street Address](#)
[Click here to enter Street Address](#)
Phone: [Click here to enter Phone Number](#)
Email: [Click here to enter Email Address](#)

EMPLOYER #2:

Employer Name: [Click here to enter Employer Name.](#)
Contact Name: [Click here to enter Contact Name](#)
Title: [Click here to enter Title](#)
Address: [Click here to enter Street Address](#)
[Click here to enter Street Address](#)
Phone: [Click here to enter Phone Number](#)
Email: [Click here to enter Email Address](#)

EMPLOYER #3:

Employer Name: [Click here to enter Employer Name.](#)
Contact Name: [Click here to enter Contact Name](#)
Title: [Click here to enter Title](#)
Address: [Click here to enter Street Address](#)
[Click here to enter Street Address](#)
Phone: [Click here to enter Phone Number](#)
Email: [Click here to enter Email Address](#)

EMPLOYER #4:

Employer Name: [Click here to enter Employer Name.](#)
Contact Name: [Click here to enter Contact Name](#)
Title: [Click here to enter Title](#)
Address: [Click here to enter Street Address](#)
[Click here to enter Street Address](#)
Phone: [Click here to enter Phone Number](#)
Email: [Click here to enter Email Address](#)

EMPLOYER #5:

Employer Name: [Click here to enter Employer Name.](#)
Contact Name: [Click here to enter Contact Name](#)
Title: [Click here to enter Title](#)
Address: [Click here to enter Street Address](#)
[Click here to enter Street Address](#)
Phone: [Click here to enter Phone Number](#)
Email: [Click here to enter Email Address](#)

PARTNER #1:

Partner Type: Select Partner Type
If Other: Click here to specify
Organization Name: Click here to enter Organization Name
Contact Name: Click here to enter Contact Name
Title: Click here to enter Title
Address: Click here to enter Street Address
Click here to enter Street Address
Phone: Click here to enter Phone Number
Email: Click here to enter Email Address
Role in Partnership: Click here to enter Partner Role

PARTNER #2:

Partner Type: Select Partner Type
If Other: Click here to specify
Organization Name: Click here to enter Organization Name
Contact Name: Click here to enter Contact Name
Title: Click here to enter Title
Address: Click here to enter Street Address
Click here to enter Street Address
Phone: Click here to enter Phone Number
Email: Click here to enter Email Address
Role in Partnership: Click here to enter Partner Role

PARTNER #3:

Partner Type: Select Partner Type
If Other: Click here to specify
Organization Name: Click here to enter Organization Name
Contact Name: Click here to enter Contact Name
Title: Click here to enter Title
Address: Click here to enter Street Address
Click here to enter Street Address
Phone: Click here to enter Phone Number
Email: Click here to enter Email Address
Role in Partnership: Click here to enter Partner Role

PARTNER #4:

Partner Type: Select Partner Type
If Other: Click here to specify
Organization Name: Click here to enter Organization Name
Contact Name: Click here to enter Contact Name
Title: Click here to enter Title
Address: Click here to enter Street Address
Click here to enter Street Address
Phone: Click here to enter Phone Number
Email: Click here to enter Email Address
Role in Partnership: Click here to enter Partner Role

PARTNER #5:

Partner Type: [Select Partner Type](#)
If Other: [Click here to specify](#)
Organization Name: [Click here to enter Organization Name](#)
Contact Name: [Click here to enter Contact Name](#)
Title: [Click here to enter Title](#)
Address: [Click here to enter Street Address](#)
[Click here to enter Street Address](#)
Phone: [Click here to enter Phone Number](#)
Email: [Click here to enter Email Address](#)
Role in Partnership: [Click here to enter Partner Role](#)

SCOPE OF WORK (Up to 30 Points)

Please provide a narrative description of the Respondent's approach to address the selected Michigan Industry Cluster Approach priorities. The description should include a detailed explanation of the proposed project, including project partners, project services, project participants and how key MICA 3.0 strategies will be integrated into the project.

[Click here to enter **Scope of Work**](#)

PROJECT WORK PLAN (Up to 15 Points)

In determining the quality and viability of proposed MICA 3.0 Grant Program, LEO-WD will consider the Work Plan which outlines the goals, and deliverables of the proposed project including clearly defined responsibilities, timeframes, for accomplishing project tasks. Use this template to enter **Project Work Plan**

Project Goals and Deliverables:		
Goal #1:		
Deliverable(s)	Timeframe	Deliverable Dates
•		
•		
Implementer(s)		
•		
Goal #2:		
Deliverable(s)	Timeframe	Deliverable Dates
•		
•		
Implementer(s)		
•		
Goal #3:		
Deliverable(s)	Timeframe	Deliverable Dates
•		
•		
Implementer(s)		
•		
Goal #4:		
Deliverable(s)	Timeframe	Deliverable Dates
•		
•		
Implementer(s)		
•		
Goal #5:		
Deliverable(s)	Timeframe	Deliverable Dates
•		
•		
Implementer(s)		
•		

STAFF COMPETENCE, EXPERIENCE AND CAPACITY (Up to 10 Points - Bonus Points up to 5 Points)

Please provide a narrative description of the Respondent's *Competence, Experience and Staffing Capacity* pertaining to the management and administration of ELC driven workforce development projects/programs:

Recommended Staff Experience Bonus Points:

- Talent Pipeline Management Academy (TPM) Completion (5 Points)
- Current student in TPM (3 Points)
- Commitment to apply to TPM Academy (1 Point)

[Click here to enter Competence, Experience, and Staffing Capacity](#)

PERFORMANCE MEASURES AND PROPOSED OUTCOMES: (Up to 10 Points)

LEO-WD has established ten (10) performance measures for each project awarded under the Michigan Industry Cluster Approach Grant Program, as outlined in the chart below. In addition, Respondents must propose project-specific performance measures and performance targets consistent with the selected ELC's priorities and proposed project.

Use this template to enter **Performance Measures and Proposed Outcomes**

PERFORMANCE MEASURES	PROPOSED OUTCOMES
LEO-WD Established Performance Measures	
Total number of employers involved in the ELC	
Total number of other stakeholders/partners involved in the ELC (i.e., community-based organization, educational training providers, industry associations, etc.)	
Total number of participants enrolled in training programs	
Total number of participants completing training	
Total number of credentials/certifications earned by participants for high-wage, high-demand occupations in the region	
Total number of participants unemployed/underemployed prior to training	
Total number of participants employed as a result of training completion	
Total number of participants retained in employment after six months	
Total number of participants from underrepresented populations include youth, veterans, women, people of color, ex-offenders, and persons with disabilities.	
Average dollar amount of participants' earnings increases annually as a result of new skill attainment	

Respondents must describe 1) how each performance measure, both LEO-WD established and project-specific will accurately measure the performance of the proposed project; 2) baseline data related to each measure as appropriate; 3) why and how each proposed outcome is ambitious and yet achievable; 4) the data collection and reporting methods that will used and an assessment of the method's reliability and validity.

All participants are required to complete the Free Application for Federal Student Aid (FAFSA). Respondents should describe the intake process for all participants and how they will document that the FAFSA has been completed.

Respondents must describe how they will track and achieve these metrics for their ELC. Selected awardees will be required to report on these items and any additional metrics as determined by the LEO-WD on a regular basis throughout the grant period.

Click here to enter **Performance Measures and Proposed Outcomes Narrative**

No more than two pages double spaced 12-point Arial.

BUDGET/BUDGET NARRATIVE (10 Points Available)

Allowable expenditures include:

- **ELC Development and Implementation Activities**
 - Convening relevant partner discussion sessions and planning meetings
 - Convening, coordination, and meeting planning costs. Meeting costs may include facility rental, speaker fees, costs of meals, and local transportation
 - Community outreach and communication related to the sector partnership activities
 - Conducting research related to project goals and objectives
 - Gathering and disseminating technical information to sector partners and other stakeholders
- **Training Activities**
 - Apprenticeship readiness training
 - Developing industry-recognized credentials and/or certificates
 - Training for skills gaps identified by employers
 - School-to-work activities
 - Internships
 - Co-op programs

Budget Detail: Grant Costs and Leveraged Dollars

Please outline the costs (both proposed to be charged to the grant and leveraged) associated with the strategy outlined in the previous section. Please note all budgets are negotiable and contingent upon grant award and availability of funds.

Please identify the source for any leveraged funds. Include a description of the amount and the activities for which the leveraged funds will be used in the Budget Narrative.

Budget Detail		
Employer-Led Collaborative Development and Implementation Activities	Grant Costs	Leveraged Dollars
1. Salaries/Personnel		
2. Fringe Benefits		
3. Travel		
4. Supplies		
5. ELC Staff and Member Training		
6. Contractual Costs		
7. Outreach/Digital and Print		
8. Other		
Employer-Led Collaborative Activities Subtotals		
Training Activities*	Grant Costs	Leveraged Dollars
1.		
2.		
3.		
4.		
5.		
Training Activities Subtotals		
Administration (not to exceed 8%)		
Total Budget		

*Participant training must strictly adhere to **Section H. ALLOWABLE USE OF GRANT FUNDS/MICA 3.0 Supported Training** of this RFP. All trainings outside of this guideline are prohibited use of MICA 3.0 Grant Funds.

Budget Narrative

Please include below narrative descriptions for all items included in the budget above. LEO-WD will consider the Respondent's level of investment in the proposed project. Please identify the source for any leveraged resources. Include a description of amounts and activities for which the leveraged resources will be used.

Employer-Led Collaborative Development and Implementation Activities

1. Salaries/Personnel

*Please include time commitments for personnel in terms of full-time equivalents, half-time equivalents, quarter time equivalents etc.: [Click here to enter text](#)

2. Personnel Fringe Benefits

Calculate percentage of Salaries above [Click here to enter Fringe Benefits.](#): [Click here to enter text](#)

3. Travel: [Click here to enter text](#)

4. Supplies: [Click here to enter text](#)

5. ELC Staff and Member Training: [Click here to enter text](#)

6. Contractual Costs: [Click here to enter text](#)

7. Outreach/Digital and Print: [Click here to enter text](#)

8. Other: [Click here to enter text](#)

Training Activities (Please include in the narrative details for all activity line items:

[Click here to enter text](#)

Administration (Please specify the administrative costs which will be covered by the grant):

[Click here to enter text](#)

SUSTAINABILITY PLAN (Up to 5 Points Available)

No more than **one page** double spaced 12-point Arial.

The successful respondent must clearly identify the sustainability of the ELC for at least three (3) years after the grant period has ended. This detailed plan should include which partners will contribute resources, both financial and non-financial, and the dollar amount or dollar value each will be expected to contribute. Documentation should include letters of commitment indicating intent to provide resources needed to sustain the sector partnership beyond the grant period.

Describe Sustainability Plan for the ELC three (3) years beyond the grant period:

[Click here to enter text.](#)

Employer Commitment Letters

Please attach Employer Commitment Letters and complete the **Summary of Job Openings Chart** below.

Click the drop-down list “Choose an item.” to select the appropriate Industry Sector. Copy and paste the table below and attach additional sheets, if necessary, to list additional ELCs with different industry focus.

Summary of Job Openings (Select the Industry Sector)

Choose an item.

Employer Name	Number of Job Openings Immediate	Number of Job Openings Projected (Over the next 3 years)
Total Job Openings		

PROPOSAL SUBMISSION DEADLINE

The completed grant proposal and all documentation must be submitted to the LEO-WD via the LEO-MICA@michigan.gov email no later than **5:00 PM, Tuesday, September 21, 2021**.

Contact: Lauri Berryhill, Secretary
Labor Economic Opportunity-Workforce Development
616-522-7271
LEO-MICA@michigan.gov

ATTACHMENT B
Michigan Industry Cluster Approach (MICA) 3.0
Individual Participant Form (IPF)

This form is to be completed by the grant subrecipient for each participant in the MICA 3.0 program. Please maintain all IPFs as part of your grant management records.

Subrecipient Name: _____

Participant Enrollment Date: _____

SECTION I: PARTICIPANT INFORMATION

First Name: _____ **Last Name:** _____

Date of Birth: _____ **Employer Sponsor:** _____

1. Gender, select one:

- ☐ Male
- ☐ Female
- ☐ Did Not Self-Identify

2. Select the age category which reflects your current age (select only one):

- ☐ 17 – 24
- ☐ 25 – 54
- ☐ 55+
- ☐ Did Not Self-Identify

3. Do you have a disability? Select one:

- ☐ Yes
- ☐ No
- ☐ Did Not Self-Identify

4. Are you a Veteran? Select one:

- ☐ Yes
- ☐ No
- ☐ Did Not Self-Identify

5. Please select one or more:

- ☐ Hispanic
- ☐ Black/African American
- ☐ Asian
- ☐ American Indian/Alaska Native
- ☐ Native Hawaiian/Other Pacific Islander
- ☐ White
- ☐ Did Not Self-Identify

6. Economically Disadvantaged? Select one:

- ☐ Yes
- ☐ Did Not Self-Identify

SECTION II: GRANTEE INFORMATION		
Grantee	Grantee Name:	
	Contact Name:	Contact Email:
	Contact Phone:	
SECTION III: OUTCOMES AND SERVICES PROVIDED TO PARTICIPANT		
Services	<input type="checkbox"/> Registered Apprenticeship <input type="checkbox"/> Registration Date: _____ <input type="checkbox"/> New employee <input type="checkbox"/> Incumbent employee <input type="checkbox"/> On the Job Training (OJT) <input type="checkbox"/> Supportive Services <input type="checkbox"/> Other	
Outcomes	<input type="checkbox"/> Completed Training <input type="checkbox"/> Obtained a credential/certification <input type="checkbox"/> Obtained employment as a result to training <input type="checkbox"/> Retained employment as a result to training <input type="checkbox"/> Retained employment after six months <input type="checkbox"/> Wages six months prior to training _____	
Funding	<input checked="" type="checkbox"/> Workforce Innovation Opportunity Act (WIOA) <input type="checkbox"/> Going PRO Talent Fund <input type="checkbox"/> Other (Describe)	

ATTACHMENT C

MICA 3.0 Proposal Checklist

Respondents are encouraged to use this checklist to ensure that their proposal is complete. Refer to the RFP Guidelines for proposal submittal deadline and procedures.

No faxed proposal submissions will be accepted. Electronic proposals are to be submitted to: LEO-MICA@michigan.gov

Contents	Completed
Proposal Cover Page is complete - <u>all</u> information filled in	<input type="checkbox"/>
Proposal Narrative is limited to 12 pages (single spaced, 12-point Arial font, on an 8.5 x 11 page and using 1-inch margins)	<input type="checkbox"/>
Budget Worksheet is complete and checked for accuracy - <ul style="list-style-type: none">➤ Detail is provided for all cost categories➤ Cost categories match budget page➤ Budget narrative for each line item is included	<input type="checkbox"/>
Projected performance outcomes are well outlined	<input type="checkbox"/>
Employer-Led Collaborative - all required entities are represented, and recommended partners if desired	<input type="checkbox"/>
Letters of Commitment from all required and recommended partners, that will participate in grant activities, except for TDL partners, are included with the application.	<input type="checkbox"/>
Submit complete RFP via email by 5:00 PM, Tuesday, September 21, 2021	<input type="checkbox"/>